Newfoundland and Labrador
PUBLIC SERVICE COMMISSION

ANNUAL REPORT

ANNUAL REPORT

1989-90

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The Honourable David S. Gilbert, M.H.A.
Minister
Department of Works, Services
and Transportation

Pursuant to Section 18 of the Newfoundland Public Service Commission Act, I have the honour to submit to you the Annual Report of the Newfoundland Public Service Commission for the Fiscal Year ended March 31, 1990.

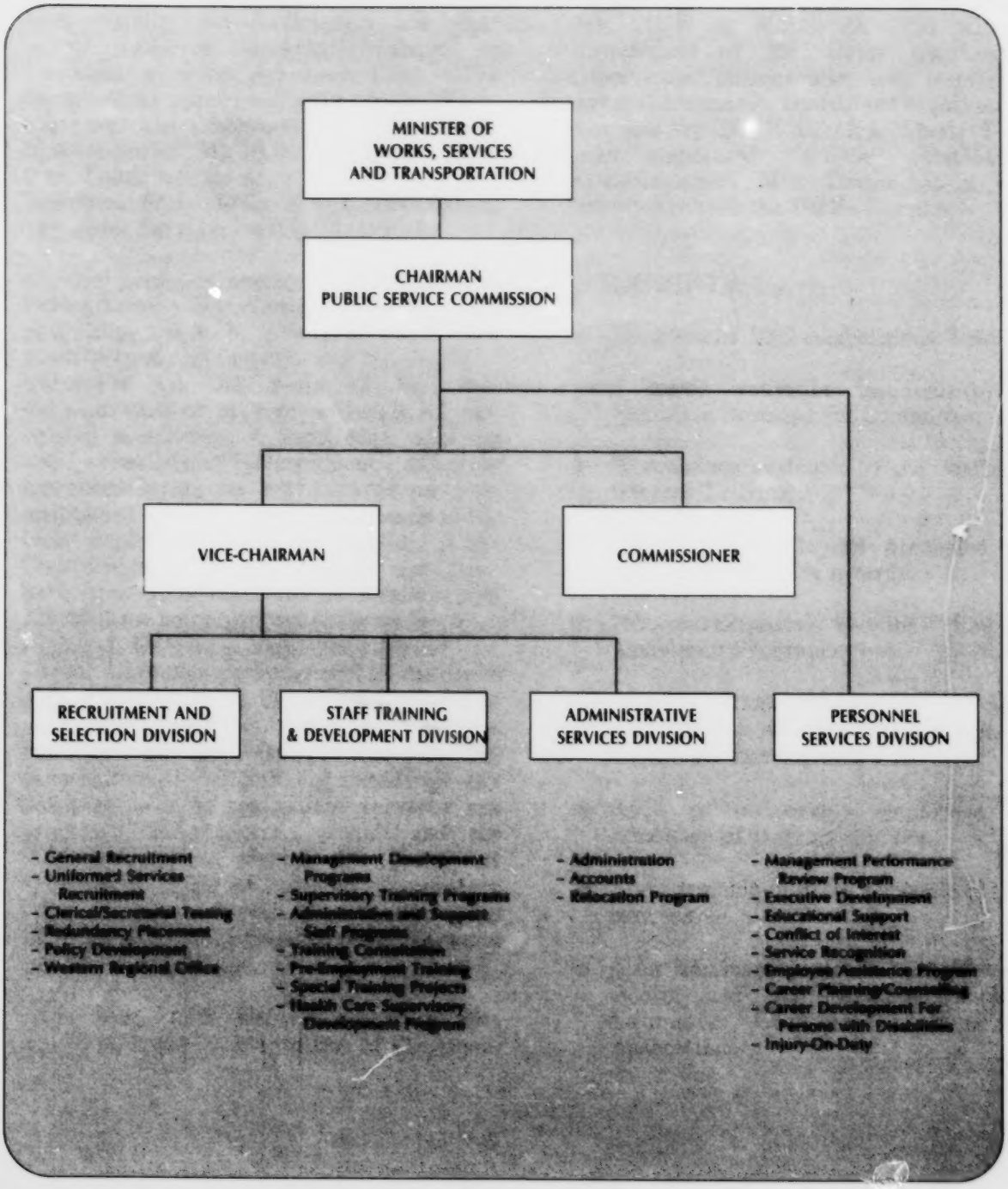
May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work and dedication of our staff.

GILBERT PIKE
Chairman

/lb

March, 1991

Newfoundland Public Service Commission
Functional Organization Chart
March 31, 1990



INTRODUCTION

The *Newfoundland Public Service Commission Act* was introduced in 1973. It provides for the establishment of a Commission with responsibility for appointments and promotions based on merit, staff training and development and other human resource programs related to personnel planning and evaluation. The Commission comprises a Chairman, Vice-Chairman and Commissioner with a staff complement of 35. The four Divisions of the Commission are Recruitment and Selection, Staff Training and Development, Personnel Services, and Administration.

The primary concept outlined by the Public Service Commission Act is the merit principle, which provides for the identification, appointment and promotion of employees on the basis of the best demonstration of appropriate levels of job-related qualifications, knowledge, abilities and suitability. Recruitment activities increased during the current year and new approaches to recruitment and selection have been implemented and monitored. The Commission is pleased to note that there have been 1031 competitions handled with 129 of these being processed by the Western Regional Office. Implementation of the Career Development Program has continued and there has been an increase in the number of public servants attending courses provided through the Public Service Commission. A continuing challenge has been the need to regionalize services and programs as resources permit and the Commission has adopted the policy of establishing Regional Advisory Committees which will provide consultation and information sharing between public servants and the Commission.

In May, 1989 Mr. Gilbert Pike was appointed to the vacant position of Chairman, bringing to the position 16 years of executive service in several government departments. In December, 1989 Mr. Vince Rossiter, Vice-Chairman, retired having contributed 15 years of public service. This position was filled on March 29, 1990 with the appointment of Mr. Grant Chalker, an experienced businessman and member of several community boards and organizations. On January 24, 1990, Mrs. Sheila Devine was appointed to the position of Commissioner. Mrs. Devine has 21 years experience with the Public Service.

HIGHLIGHTS

- In excess of 1000 competitions held.
- 5 major activities initiated by the Executive Development Committee.
- 28 decisions reviewed by the Conflict of Interest Tribunal.
- 116 Public Employees presented with Service Recognition awards.
- 168 participants in the Employee Assistance Program.
- 15 information sessions, 101 counselling sessions and pilot courses conducted by the Career Development Unit.
- 3,058 public service employees take advantage of training courses.
- Staff training initiates strategic planning process.
- Joint seminars initiated with Treasury Board and the Newfoundland and Labrador Government Managers' Association.

RECRUITMENT AND SELECTION DIVISION

Under the Public Service Commission Act the Commission has the mandate to conduct the recruitment of qualified candidates for permanent positions for all Government Departments and designated Agencies. The Commission must ensure that all appointments are based on merit and the most suitable candidates are selected for public service employment. Only candidates who are able to demonstrate possession of the required levels of job knowledge, abilities and personal suitability are recommended to Departments and Agencies for final selection. The Commission is not responsible for the filling of temporary, part-time or contractual positions or those which are the responsibility of the Lieutenant-Governor in Council. On occasion however, the Commission is requested to assist in the filling of these types of vacancies.

The Recruitment and Selection Division is responsible for the following activities:

- Staff Recruitment for Departments and Agencies
- Recruitment for the Uniformed Services
- Re-employment of Employees affected by Redundancy or work-related injuries
- Policy Development
- Delegated Staffing

STAFF RECRUITMENT

Departments and Agencies

Recruitment activities include the filling of positions by advertising vacancies either within the Public Service or through public advertisements. Following the advertised closing date of the competition, all applicants are impartially assessed through a structured candidate selection process. This process includes screening of applications, administering tests, conducting formalized job interviews and checking references. Once reference checks are completed, the Commission recommends, in order of merit, up to three candidates for appointment. The Deputy Minister of the Department then appoints the successful candidate(s) from this recommendation.

During FY 1989-90, the Commission recommended candidates for appointment to 993 permanent positions. Appendix A on page 25 highlights the Division's recruitment activity by showing the numbers of applicants, interviews and male/female appointments during the Fiscal Year. Appendix B provides a breakdown of competitions on a Departmental basis over the last Fiscal Year, while Appendix C shows the total number of competitions and the average number of applicants per competition over the same period.

RECRUITMENT AND SELECTION DIVISION

CLERICAL/SECRETARIAL RECRUITMENT

The Commission now has a new computer program for the Testing Unit. The new system allows for the storage and retrieval of relevant qualification information on applicants for entry-level clerical and typist positions. It is hoped that this information will form part of the new Human Resource Management Information System (H.R.M.I.S.) being developed in the Newfoundland Public Service.

Statistical information on this recruitment activity can be found in Appendix D on page 27.

RECRUITMENT FOR UNIFORMED SERVICES

At the request of the Department of Justice the Commission conducts recruitment for all branches of the Uniformed Services: the St. John's Fire Department, the Adult Corrections Division and the Royal Newfoundland Constabulary.

During FY 1989-90 considerable Recruitment activity was conducted on behalf of the Royal Newfoundland Constabulary and Her Majesty's Penitentiary. The level of this activity is indicated as follows:

Royal Newfoundland Constabulary

NO. OF APPLICANTS		POSITIONS FILLED
MALE	1293	14
FEMALE	334	1
TOTALS	1627	15

Her Majesty's Penitentiary

NO. OF APPLICANTS		POSITIONS FILLED
MALE	1201	29
FEMALE	147	6
TOTALS	1348	35

Candidates for appointment to these positions are assessed by a Selection Board which administers entrance examinations, fitness tests, personal interviews, and conducts extensive reference checks.

RE-EMPLOYMENT OF EMPLOYEES AFFECTED BY REDUNDANCIES OR WORK-RELATED INJURIES

Government's Redundancy Policy provides that a position may be abolished by the Lieutenant-Governor in Council. Under this policy, a phase-out of a program or the realignment of a job function, results in positions being declared redundant.

In keeping with Government's objective to assist employees affected by redundancy obtain other positions in the Public Service and to avoid premature loss of competent and qualified personnel, the Public Service Commission was assigned certain responsibilities in this area. These responsibilities include the authority to waive job competitions to allow for the re-employment of affected persons.

The Commission is involved on a continuing and priority basis with Departments in order to minimize the effect of a declaration of redundancy.

The Staffing Division was also involved with Treasury Board staff in the

reassignment of personnel as a result of the almalagation of Government Departments that occurred because of a change in Government in April, 1989. The exercise was undertaken and carried out with minimum adverse effect to employees.

INJURY-ON-DUTY

Similar to efforts made on behalf of employees displaced by Redundancy, a Re-employment Priority List is maintained for those employees who, as a result of injuries-on-duty, are incapable of returning to positions held prior to their injury. Authority for the prior consideration of affected staff is granted by the Public Service Commission's Recruitment and Selection Regulations and is generally supported by Collective Agreements between Government and the Unions representing its employees. When the Commission is unable to identify a suitable position for which the injured worker is both qualified and suitable, representatives of the Division consult with hiring Departments, the Workers' Compensation Commission and the employee to assess retraining aptitude and interest.

DELEGATED STAFFING AUTHORITY

The Newfoundland Public Service Commission Act provides that the Commission, at its discretion, may delegate its recruitment authority for specific positions to Departments and Agencies. In accordance with this authority, 279 positions were filled by Departments and Agencies during FY 1988-90 compared with 113 positions during FY 1988-89. This increase can be attributed to positions that had to be filled (particularly in the Department of Works, Services and Transportation) as a result of vacant positions created as a result of the Government's Early Retirement program which was offered in 1989. The following is a list of Departments and positions filled:

DEPARTMENT	POSITIONS FILLED
Health	27
Works, Services and Transportation	248
Social Services	4
	279 ■

STAFF TRAINING AND DEVELOPMENT DIVISION

This Division operates as the Provincial Government's central training agency by developing and/or offering high quality, job-related training for public servants. The Division maintains a small cadre of professional training officers and a larger group of internal and external resource personnel. It delivers a wide selection of courses in management, supervision, administration and communication skills. Program highlights for FY 1989-90 include:

- Core Program
- Management Development Projects
- Management and Supervisory Training Programs
- Professional Development Initiatives
- Career Development Program for Persons With Disabilities
- Special Projects

CORE PROGRAM

The Core Program currently consists of approximately 50 courses in the areas of management and supervisory development, professional development, administration and communications skills. The Commission has set as a priority for the Division the offering of these courses on a rotating basis in six regional training centers. For the most part the Division relies on wait-list demand to determine the location and frequency of course offerings. The training centers include Happy Valley/Goose Bay, Stephenville, Corner Brook, Grand Falls, Gander and St. John's.

In the prior Fiscal Year the Division developed an active Advisory Committee on its programs and services in the Western Region of the province. In FY 1989-90 there were indications of the success of this approach in improved communications with public servants in the area, increased wait-list demand for courses and improved course participation. Towards the close of the Fiscal Year, the Division began efforts to develop similar Advisory Committees for Labrador and for the Central Region of the Island portion of the province.

During the Fiscal Year the Division entered into a Strategic Planning process. This was with the full approval and involvement of the Commission. The purpose of the process is to ensure that future Divisional programs and services match the priorities and needs of its clients. To date the process has resulted in a new mission statement and a set of core values or principles to guide the Division's operations. Future steps will involve a performance audit of the Division's programs and services and a modelling of various alternative approaches to the conduct of its activities. The Division anticipates completion of this process by fall, 1990.

Another priority which the Commission set for the Division was the offering in all regional centres of the course **Staffing in the Public Service**. This was to ensure that managers were fully aware of the selection standards approach which the Commission now utilizes. With resources from the Recruitment and Selection

Division, seven courses involving 100 management personnel occurred during the Fiscal Year.

In the area of microtechnology, the Division moved towards successful implementation of its computerized registration system. Start-up of the system is now April, 1990. The Division also made major progress in the computer generation and retention of course materials and graphics. The impact on the quality of course delivery in the Core Program is already noteworthy.

MANAGEMENT DEVELOPMENT PROJECTS

Special funding in this area enables the Division to support individual management employees on a wide range of external training events. This sponsorship again included the participation of two managers at Memorial University's two week Management School. Other management employees attended specialized courses in **Performance Appraisal Systems** and **Succession Planning, Industrial Relations and a Management of Managers Program.**

This funding also permits the Division to retain external resource personnel to conduct management training in a specialized field. The course **Logical and Creative Problem Solving** was an example of this approach; 18 management and professional staff attended the course.

A major management development initiative for the Division during FY 1989-90 was participation in a series of eight one day management information sessions. This effort was a joint project with Treasury Board and the Newfoundland and Labrador Government Managers' Association. Following careful consideration, resource personnel from the Division and Treasury Board led discussions during the sessions on a variety of topics of significant interest to management personnel. Among the areas which the sessions covered were emerging human resource policies, sick leave abuse, the human resource management information system, career development, approaches to management training and application of the merit principle. A total of 194 management personnel attended these sessions at all six of the regional training centers.

MANAGEMENT AND SUPERVISORY TRAINING PROGRAMS

This major area of training is a significant priority for the Division. During the Fiscal Year the Division conducted 38 courses for 520 management and supervisory personnel. This is an increase of approximately 10 percent in the level of course participation over the previous Fiscal Year. Also of note is the increasing level of female participation in management and supervisory training. Over the last four Fiscal Years, the rate of female participation has gradually increased from 28 percent in FY 1986-87 to 41 percent in this Fiscal Year. The upper table in 1986-87, Appendix G on page 31 illustrates this increasing level of female participation over the last four Fiscal Years.

Along with service-wide management and supervisory training, the Division was also responsible for three major supervisory development projects. For the fourth consecutive Fiscal Year, the

STAFF TRAINING AND DEVELOPMENT DIVISION

Division successfully worked with the Newfoundland Hospital and Nursing Home Association in offering a Supervisory Development Program for health care supervisors. The Program includes six specific courses offered in various regions of the province. A total of 35 supervisors graduated from the Program during the year. The lower table in Appendix G on page 31 illustrates the number of courses and health care supervisors in the Program in FY 1989-90.

The second major project was a joint program with the Department of Social Services for Group Home Administrators across the province. This was an extensive eight course program with a total of three weeks of training. Initially 48 administrators in three groups started the Program. At its completion 40 graduated with their Certificates.

The third Program comprises approximately three weeks of supervisory training with first-line supervisors of the Royal Newfoundland Constabulary. A first group of 15 graduated in the last Fiscal Year. Two groups with a total of 30 supervisors graduated in FY 1989-90. A final group of 15 will complete the Program in FY 1990-91.

PROFESSIONAL DEVELOPMENT INITIATIVES

In response to continued demand, the Division contracted with the Federal Public Service Commission to conduct a **Cost Benefit Analysis Course.** Eighteen professional staff including engineers, analysts, economists and industrial development officers completed the course.

Another major initiative of the Division, in response to a specific request of the Women's Policy Office, was the development and piloting of a three day course on **Wife Battering.** Two course offerings occurred during the Fiscal Year. Clientele for the courses included social workers, public health nurses, adult probation officers, police officers and other public servants who encounter clients on their caseloads who experience difficulties in this area. In the next Fiscal Year plans call for offerings of the course in all regions of the province.

At the request of Treasury Board, the Division, in cooperation with the Canadian Compensation Association, began to coordinate and offer a series of in-depth courses for all staff of the Board's Classification and Pay Division. The Program will continue over a five year period and will involve a total of seven courses. Successful completion of the courses will lead to a Certificate in Compensation Administration. Human resources staff in a number of Provincial Crown Corporations and other organizations in the province also participate in this Program.

Along with the involvement in that Certificate Program, the Division oversees Government's Tuition Subsidization Program in the area of Certificates and Diplomas. In FY 1989-90 this Program enabled 106 public servants to participate in ten different Certificate or Diploma Programs. Examples include the Canadian Payroll Association Certificate Program, the Health Services Program, and the CGA/CMA Programs.

STAFF TRAINING AND DEVELOPMENT DIVISION

CAREER DEVELOPMENT PROGRAM FOR PERSONS WITH DISABILITIES

This Program moved to full implementation in FY 1989-90. In the prior Fiscal Year the Commission had appointed a Career Development Officer to oversee the Program. As well it had developed an active Advisory Committee with representatives from Treasury Board, the Newfoundland Association of Public Employees, the Newfoundland and Labrador Government Managers' Association and various organizations representing diverse disability groups. This Committee had also agreed upon a philosophy and a strategy for the Program.

In FY 1989-90 the Commission struck an Evaluation Committee which reviewed over 80 prospective work assignments submitted by Departments and Agencies on invitation from the Commission. From this number the Commission, on the advice of the Evaluation Committee, forwarded a set of 15 work assignments to Treasury Board for approval. Following Board approval, the Commission appointed selection boards for each individual work assignment. At this point the Staff Training and Development Division conducted a one day management training event for all members of selection boards.

Selection boards then reviewed potential candidates from the Commission's Inventory of Persons with Disabilities. In FY 1989-90 the number on this Inventory reached 600. The boards then invited a number of candidates for interview. Following this process the Commission, upon recommendation of the selection boards, forwarded three names in order of merit to Department Heads for selection. By the close of the Fiscal Year the Commission had placed the 15 successful candidates in their respective Departments in one year work assignments. If the candidates perform successfully during this year, the Commission intends to confirm them in their new positions.

Another significant event in this Program was its placement in fall, 1989 in the Personnel Services Division as part of the Commission's overall Career Development Program. Also, towards the close of the Fiscal Year work began on computerization of the data base for the Inventory of Persons with Disabilities.

The placement of the set of 15 candidates in their work assignments completed Phase I of the Program. The Commission plans to move to Phase II in the next Fiscal Year with a further intake of a second group of 15 candidates.

SPECIAL PROJECTS

A number of specialized training projects emerged during the Fiscal Year. One of these projects involved the Division's providing assistance and training coordination on behalf of Treasury Board in the implementation of a new policy on Personal Harassment. Together with resource personnel from the Personnel Policy Division of Treasury Board, the Division coordinated two one-day training events for Departmental Personnel Harassment Investigators.

The Division also helped resource and coordinate a series of 10 half-day information sessions for secretarial, clerical and administrative employees. A

total of 159 employees in 6 centers attended these sessions. The purposes of the session were to better inform employees in these groups of available training opportunities and to promote the Commission's new Career Development Project for Clerical, Secretarial and Administrative employees.

Another special training intervention was a series of follow-up sessions for former employees who had left the Public Service in March, 1989 under Government's Voluntary Retirement Program. The Division held eight sessions across the province involving 64 retirees.

The Division also worked with the Department of Justice in the development and offering of a three day course for 26 Sheriff's Officers from all over the province. This was the first opportunity for training for these employees.

In the Data Processing training area the Division restructured its Advisory Committee to include two Departmental representatives. This was in keeping with the delegation in the fall, 1988 of budgetary responsibility for Data Processing training to line Departments. This Committee monitors trends and developments in Data Processing within the Public Service. Its role is then to advise the Training Department of Newfoundland and Labrador Computer Services on current and future course offerings.

The Division continued to work closely with the Department of Municipal and Provincial Affairs on the transfer of the Municipal Training Program from the Commission to that Department. In this regard two representatives of the Division served on an inter-agency Committee to monitor the transfer. It also assisted by developing an appropriate job description for a new position in that Department to oversee the Program.

The Division also provided leadership and consultative services to the Public Service Commission in its offering of a Staff Development Day for all Commission staff. Similarly, it helped advise on the creation of an internal Human Resource Planning Committee for the Commission. This Committee of senior managers is now in place to provide overall direction for the training and career development activities of Commission staff.

STATISTICAL SUMMARY

The numbers attending Commission - sponsored training courses totalled 3,058 in FY 1989-90. This is an increase of 251 or 11 percent over the preceding Fiscal Year. Appendix E on Page 29 provides a breakdown of course participation by program area and sex. Of the total number of participants, 1,600 or 52 percent were male, while 1,458 were female.

Appendix F on Page 30 contains two additional tables related to the level of participation of public servants in training. The upper table in this Appendix includes a comparison of the number of courses and participants by Fiscal Year from 1982-83 to 1989-90. The lower table in this same Appendix details the number of courses and participants in the area of Data Processing Training for the same Fiscal Year. Five hundred and fifty public servants participated in courses of the Training Department of Newfoundland and Labrador Computer Services in FY 1989-90.

STAFF TRAINING AND DEVELOPMENT DIVISION

CONCLUSION

Through its Strategic Planning process, the Division will systematically review all of its approaches and operations. While the Division experienced a very successful training effort in FY 1989-90, the completion of a Strategic Plan in the next Fiscal Year will lead to improved focus on its core mission as Government's central training agency. ■

PERSONNEL SERVICES DIVISION

The Personnel Services Division is responsible for the development, administration and evaluation of a number of service-wide policies and programs in **Human Resource Management**. Its programs cover such areas as:

- Executive Development
- Educational Support
- Conflict of Interest
- Service Recognition
- Employee Assistance
- Career Planning/Counselling
- Management Performance Review
- Injury-on-Duty

EXECUTIVE DEVELOPMENT

In October, 1982 Government introduced the Executive Development Program as part of its commitment to the continuing development of the Executive Group. The program consists of the following elements:

- Job Rotation
- Interchange Assignments
- Special Task Forces and Assignments
- Appointments to Boards and Commissions
- Training
- Special Training Opportunities
- Sabbaticals
- Special Requests
- Temporary Promotions and Assignments, and
- James G. Channing Fellowship.

An Executive Development Committee comprised of four representatives from within Government and two from the private sector oversees the Program.

During FY 1989-90 the Executive Development Committee continued to be very active. New Committee Members, Dr. Linda Inkpen , President of the Cabot Institute and Sr. Elizabeth Davis, Executive Director, St. Clare's Mercy Hospital, were appointed. In March, 1990 the Committee approved an Activity Schedule for FY 1990-91. This will include a survey of the Executive Group of core skills and knowledge and the identification of needs around these core areas.

Although there was no Channing Fellow at Memorial University for academic year 1989-90, Dr. Jeff Bulcock of Memorial took advantage of Government's offer to have a professor from the University work in the Public Service for a year. He is currently working in the Department of Education. Also, the Executive Development Committee was instrumental in having Mr. John McGrath, Assistant Deputy Minister (Labrador Affairs), Department of Development, attend the National Defence College Course in Kingston, Ontario.

A number of activities were successfully concluded by the Committee during the Fiscal Year. These included:

- Assistant Deputy Ministers' Forum (35 attended)
- Forum For Deputy Ministers, Arranged by Queen's University and the University of Manitoba, (two attended)

- Two seminars on Executive Accountability with Gordon Osbaldeston (50 Executives attended)
- Review of the Channing Fellowship.

EDUCATIONAL SUPPORT

In 1981 Government authorized the Commission to use its **Educational Support Program** to develop Government's own Human Resources and to decrease the necessity of out-of-province recruitment.

This Program uses a human resource planning approach to staff hard-to-fill positions in the Public Service. It also provides support to employees while they are pursuing training or studies to meet the requirements of priority programs in their Departments and Agencies.

The focus of the program in FY 1989-90 continued to be hard-to-fill positions. Educational Support Proposals were developed so that personnel currently employed in the Public Service could be trained for these positions. Public servants who receive educational support are required to sign a return to service agreement for three times the period of educational leave.

Two Educational Support Proposals were approved during the Fiscal Year as follows:

DEPARTMENT	COURSE OF STUDY	LOCATION
Development	Diplome International D'Etudes Francaise (International Public Relations)	University of Strasbourg, Strasbourg, France
Education	Education for the Deaf	Atlantic Provinces Resource Center for the Hearing Impaired, Amherst, Nova Scotia

During the Fiscal Year the Division assisted the Department of Municipal and Provincial Affairs to recruit Planners. This position has been hard to fill and there has been a high degree of turnover in the past two years. A study conducted in the area resulted in Treasury Board approving two Planner I positions. These positions will be used for training, following which the incumbents will move to the full level of the position. Recruitment for the Planner training positions will be through a Career Development Opportunity competition conducted by the Career Development Unit.

CONFLICT OF INTEREST (PUBLIC EMPLOYEES) REGULATIONS

In February, 1983 Government introduced the **Conflict of Interest (Public Employees) Regulations** for all public service employees. These Regulations are intended to provide guidance to public employees to ensure there is no conflict between the duties of their positions and their private interests.

The Regulations require employees to disclose in writing to the Head of the Department/Agency any business, financial or property interest that actually or potentially conflicts with or is affected by actions taken or decisions made by employees in the course of their offical duties.

The Regulations also set out measures Department Heads may take to correct a conflict of interest situation on the part of an employee. If the Department Head decides that there is a conflict of interest, there are a variety of options open to resolve the matter including:

- divestiture of the interests deemed to be causing the conflict;
- the cessation of external employment;
- internal transfer of the public employee;
- disciplinary measures including suspension and/or dismissal.

Department Heads, however, are obliged to consult with the Public Service Commission before taking any remedial action.

The Public Service Commission has an overall responsibility to provide advisory services and to disseminate information relating to the Regulations in order to ensure uniform standards of administration. However, Department Heads have the responsibility for the administration of the Regulations in their respective Departments. During the year Department Heads continued to consult with the Commission regarding possible conflict of interest situations that arose and to which the Regulations applied. During FY 1989-90 there were two appeals to the Conflict of Interest Appeal Board.

In June, 1987 the responsibility for the administration of the Conflict of Interest Act was transferred from the Minister of Finance to the Minister of Public Works and Services who subsequently assigned responsibility for the administration of the Act to the Public Service Commission. Annually, Conflict of Interest Disclosure Statements are filed by Members of the House of Assembly, Members of Crown Corporations, Agencies and Commissions scheduled to the Act and designated Public Servants. The Commission followed up with the Auditor General to ensure that all Conflict of Interest Disclosure Statements were filed. The Commission continues to have overall responsibility to disseminate information relating to the **Conflict of Interest (Public Employees) Regulations**.

In order to ensure consistency of application of the Regulations throughout the Public Service, Government appointed a Conflict of Interest Review Tribunal in October, 1987. This Tribunal is chaired by the Chairman of the Public Service Commission and has two other members. One major function of the Tribunal is to review the decisions of Permanent Heads prior to their rendering decisions to employees. During the Fiscal Year the Tribunal had 28 cases referred to it for review.

SERVICE RECOGNITION PROGRAM

In 1980 Government introduced a Service Recognition Program in the Newfoundland Public Service to recognize the service of Public Servants at significant points in their careers. The presentation of standard pins and certificates identifying either 20, 25 or 35 years of service mark these milestones of an employee's career. In the case of retirement, however, the presentaion of a gift and certificate denotes the occasion.

During the Fiscal Year, 111 employees received recognition under the Program's retirement provisions.

Listed in Appendix H on Page 32 are the names of 18 employees who retired during the Fiscal Year with 30 years of service or over.

PERSONNEL SERVICES DIVISION

Under the Long Service Section 116 public servants were presented with certificates and pins as follows:

20 Years' Service	- 88
25 Years' Service	- 22
35 Years' Service	- 6

The Table in Appendix I on Page 33 shows the participation in this Program over the past five Fiscal Years.

EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program is a joint program of the Provincial Government and its Unions/Associations. Its objective is to provide confidential help for employees in the Newfoundland Public Service who are experiencing personal problems that may interfere with work performance.

The Employee Assistance Program permits employees to seek help voluntarily from the Program Co-ordinator. However, should work performance be affected the supervisor may refer the employee to the Co-ordinator. The Program functions primarily as an intake and referral service that normally utilizes community-based helping agencies. It is founded on the assumption that employee well-being enhances morale and increases productivity in the workplace.

During FY 1989-90, 168 Government Employees, including 39 from the previous Fiscal Year, received assistance from the Employee Assistance Program. Of the 168, 90 came for short-term counselling requiring only one or two counselling/ssessment type sessions or referrals. The remaining 78, were long- term participants, requiring on-going assistance for a number of months.

All 90 program users and 37 of the long-term program participants completed the Program and are still working. The vast majority of these benefitted from their involvement in the EAP and, in the cases where work performance had been affected by personal problems, there was noticeable improvement. Twelve employees did not complete the Program.

At the end of FY 1989-90, 29 participants remained on the Program. These have been carried over into the next Fiscal Year.

Most of the 168 participants in the Program were male, with a total of 123 reported. Self-referrals continued to be the primary means of entry to the Program with 105.

Two hundred and fourteen specific problems were identified and referred for assistance. These are as follows:

° Financial	- 32
° Alcohol and Drug	- 41
° Marital/Family	- 51
° Emotional	- 88
° Legal	- 2

The Public Service Commission provides two day seminars dealing with proper EAP referral procedures for supervisors and union representatives. During FY 1989-90, eight courses were held - 3 in St. John's and one each in Port aux Basques, Plum Point, Corner Brook,

Corner Brook, Happy Valley/Goose Bay, and Stephenville.

The Joint Labour/Management Committee which oversees the Employee Assistance Program held three meetings during FY 1989-90. At each meeting the Program Co-ordinator submitted for review program statistics and gave a verbal report.

In August, 1989 the Public Service Commission contracted Adwise Associates Inc. of St. John's to provide critical incident stress debriefing for members of the Royal Newfoundland Constabulary.

It is anticipated that increased efforts to promote the Program and an on-going schedule of EAP seminars will result in a continuation of the growth that has been evident since the Program began in 1979. The number of government employees utilizing the Program has increased noticeably since FY 1985-86. In December of that year, the position of EAP Co-ordinator became full time. (See figures in Appendix I on Page 33 for growth comparison).

CAREER PLANNING/COUNSELLING

The Career Development Unit, Personnel Services Division, was authorized following a recommendation of the 1985 Task Force on Affirmative Action. The Unit's mandate is to assist Departments/Agencies to assess their Human Resource requirements and to match these with the career development needs of their employees. To assist both departments and employees in the area of career development the Unit provides the following services:

- Consultation
- Career Counselling
- Career Development Activities
- Information and Education
- Training
- Research and Development

During the Fiscal Year the Career Development Officers conducted 10 information sessions throughout the Province related to the Project for the Secretarial, Clerical and Administrative Group. In addition to the Career Development Opportunity for Planners in the Department of Municipal and Provincial Affairs, the Unit conducted selection processes for opportunities at the Public Service Commission (Staffing Officer Assistant) and Treasury Board (Budget Officer). The Unit also developed, for approval by the Commission, a Career Development Plan for Commission staff.

The Unit was also quite active in consulting with Departments around ways and means of attracting personnel to hard-to-fill positions and retaining them once they are on staff. Bursary Programs for the Department of Environment and Lands and the Department of Social Services are examples of this activity.

A project undertaken by the Unit during the year was an on-site Career Planning Course. This course was offered one and a half hours a week for seven weeks to Departmental personnel and proved quite successful.

Since February, 1989 the Unit has been staffed by two Career Development Officers and has offered workshops in **Career Planning, Resume Writing and Interview Preparation** on a Province-wide

basis. During FY 1989-90 the Officers held 101 counselling sessions with 48 employees - males 29; females 23.

Referrals from the Employee Assistance Program Co-ordinator and Staffing Officers accounted for 30 percent of the counselling sessions.■

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division provides support services to the Commission, the Recruitment and Selection Division and the Personnel Services Division. It is responsible for the registry, as well as payroll, purchasing and accounting activities of the Commission and Government's Relocation Program.

RELOCATION PROGRAM

The Public Service Commission is responsible for the administration of Government's Relocation Program which provides financial assistance for approved costs incurred by an employee in relocating from one location to another.

Employees are eligible to claim relocation expenses under the following circumstances:

- When transferred at the request of the Department.
- Upon promotion.
- On initial appointment to a permanent position within the Public Service an employee is eligible for reimbursement of 75 percent of relocation expenses.
- If the employee's position becomes redundant and a suitable position is found with Government in another location within 12 months or within the time frame specified in the applicable Collective Agreement.
- A Contractual Employee if it is stated in the Contract.
- Transfer or voluntary demotion provided that the employee has not received payment for relocation expenses within the previous three years.

In FY 1989-90 the Commission relocated 129 employees at a cost of $830,943. A summary of these costs by relocation category is as follows:

Initial Appointments	52	$	151,445
Transfers	50	$	533,116
Promotions	21	$	135,780
Other	6	$	10,602
Totals	129	$	830,943

In comparison the following activities occured during the past two Fiscal Years:

FY 1988-89

Initial Appointments	45	$	494,351
Transfers	42	$	151,803
Promotions	24	$	175,324
Other	2	$	5,490
Totals	113	$	826,968

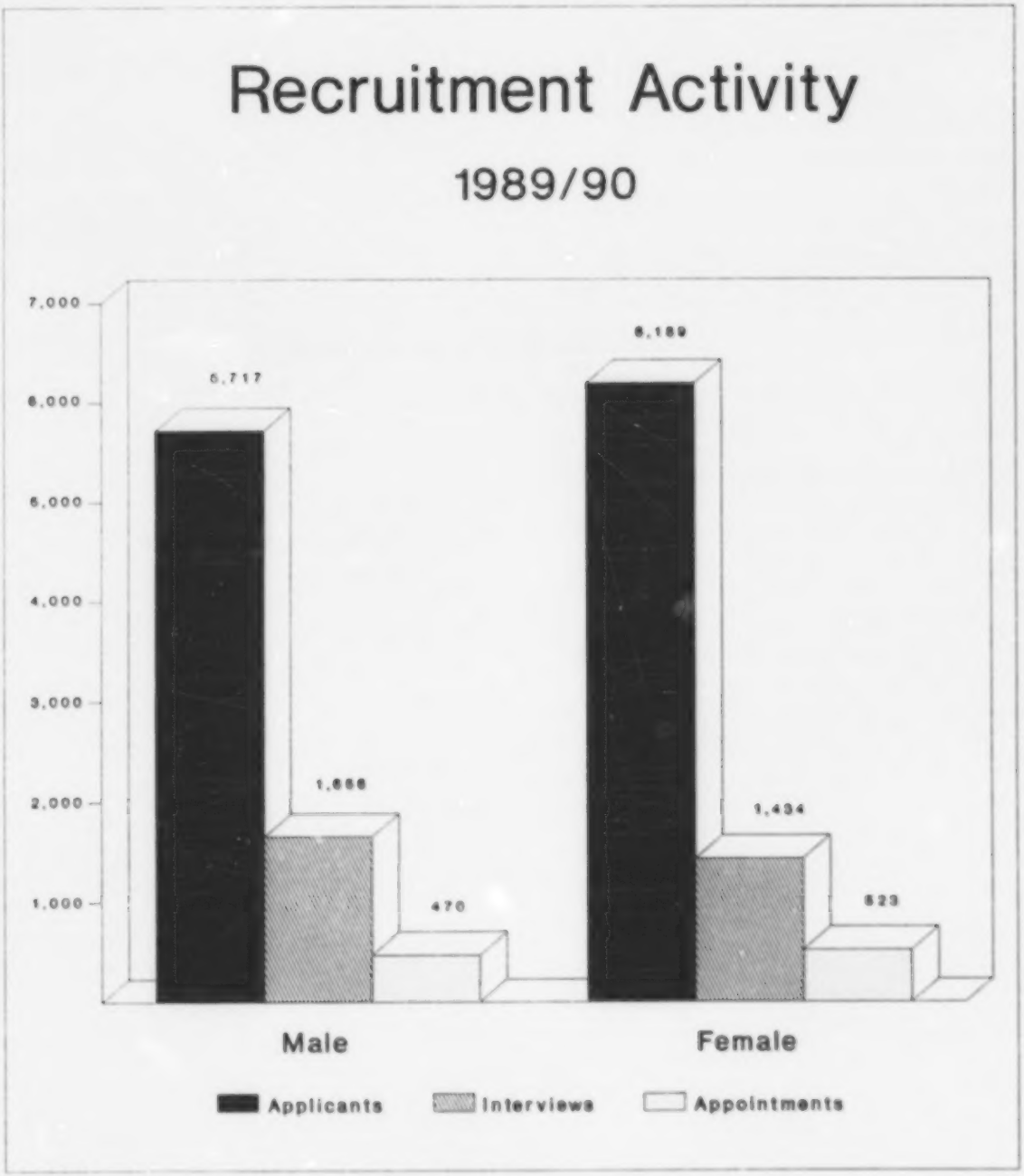
FY 1987 - 88

Initial Appointments	47	$	169,453
Transfers	37	$	275,056
Promotions	27	$	174,362
Involuntary Demotion	1	$	8,234
Totals	112	$	627,105 ■

STATISTICS

Appendix A

RECRUITMENT AND SELECTION DIVISION



Appendix B

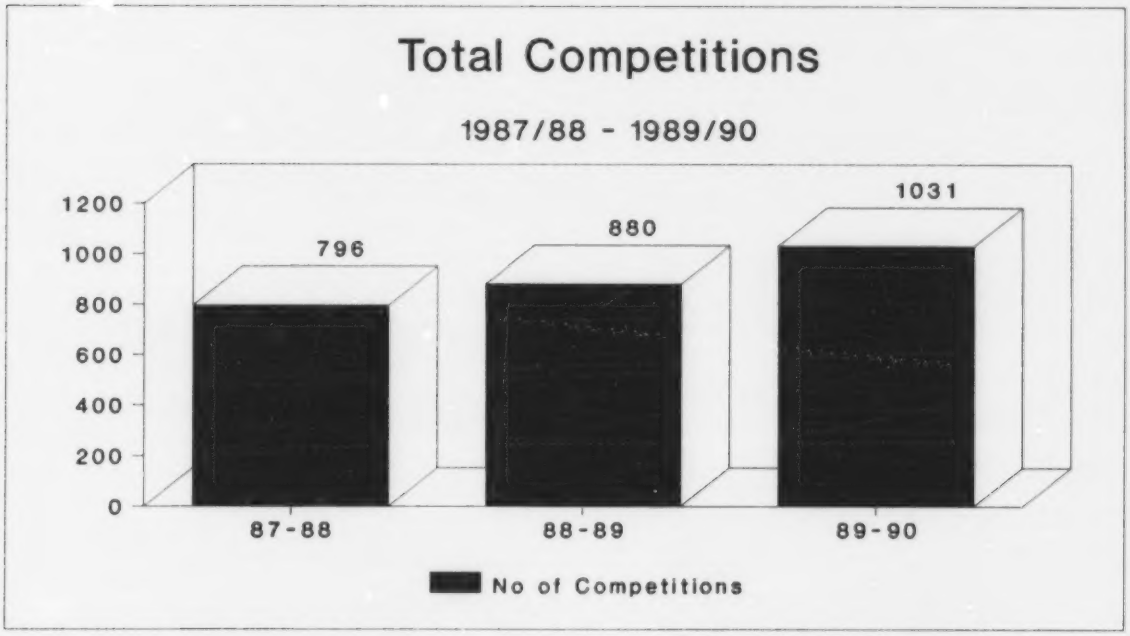
RECRUITMENT AND SELECTION DIVISION

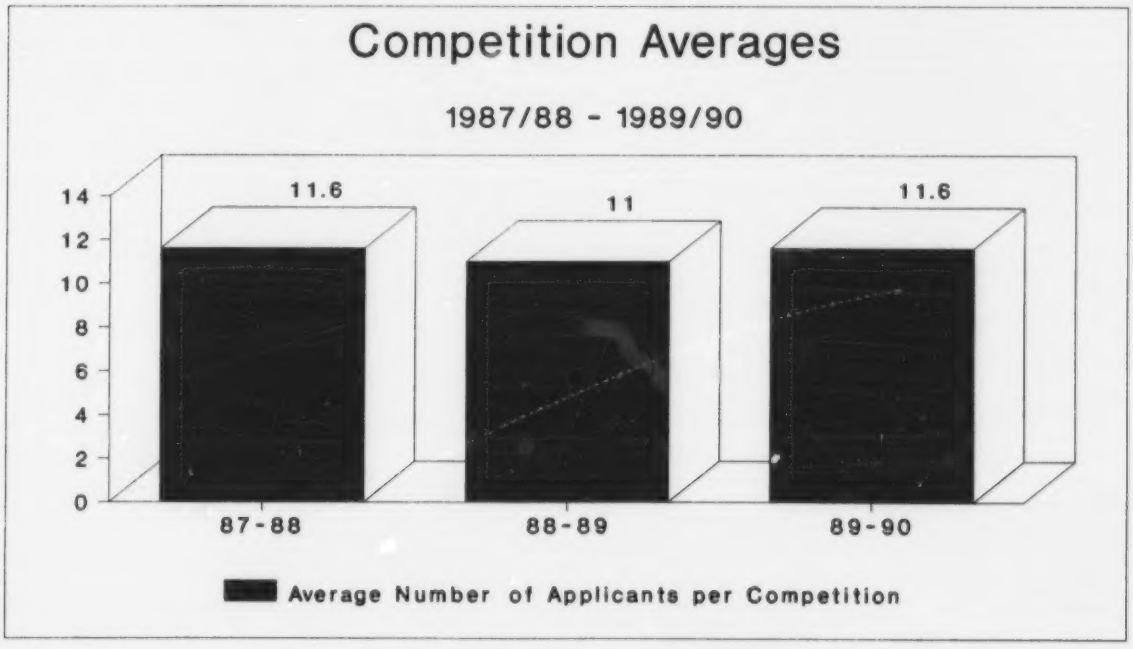
Comparison by Departments
1989 - 1990

DEPARTMENT/AGENCY	NUMBER OF COMPETITIONS
Alcohol & Drug Dependency Commission	10
Auditor General	18
Community Colleges and Institutes	
. Avalon	5
. Central	12
. Eastern	16
. Labrador	10
. Western	9
. Fisher Institute	16
C.A. Pippy Park Commission	1
Development	53
Education	42
Employment and Labour Relations	41
Environment and Lands	52
Executive Council	37
Finance	40
Fisheries	16
Fisheries Loan Board	5
Forestry and Agriculture	58
Health	53
Justice	61
. Adult Corrections	1
. Royal Newfoundland Constabulary	7
. St. John's Fire Department	1
Medical Care Commission	17
Mines and Energy	20
Municipal and Provincial Affairs	63
Newfoundland Liquor Licensing Board	1
Newfoundland Public Libraries Board	26
Public Service Commission	8
Social Services	156
Works, Services and Transportation	155
TOTAL	**1031**

Appendix C

RECRUITMENT AND SELECTION DIVISION





Appendix D

RECRUITMENT AND SELECTION DIVISION

Test Administered
Clerical/Secretarial Positions

Position	Total Tests Administered	Number Passed	Number Failed *
Clerical	1087	435	652
Typing	883	636	247
Shorthand	229	109	120
Court Reporter	38	14	24
TOTALS	2237	1194	1043

** after 6 months candidates are eligible to rewrite tests*

Positions Filled
Clerical/Secretarial Positions

Position	Number	Permanent	Temporary
Clerical	25	22	3
Clerk Typist	57	40	17
Clerk Stenographer	42	38	4
Court Reporter	3	1	2
Word Processing Equipment Operator	75	58	17
TOTALS	202	159	43

Appendix E

STAFF TRAINING AND DEVELOPMENT DIVISION

Number of Courses, Participants and Person Days of Training for Fiscal Year 1989-90 By Program Area and Sex

Program Area	No. of Courses	No. of Participants	No. Males	No. Females	No. of Training Days
Personnel Management Program	27	374	236	138	766.5
Management and Supervisory Development Program	11	146	71	75	377
Employee Development Program	12	180	74	106	371
Career Development Program	16	229	26	203	188
Communications and Interpersonal Skills Program	14	149	68	81	355.5
Computer Course Program	27	550	182	368	-
Special Training Courses Programs	63	915	553	362	1,655.5
Occupational Health and Safety Training Program	11	242	218	24	436
Pre-Employment Training Program	2	40	11	29	200
Departmental Training Courses	7	94	78	16	217
Certificate, Part-time, Correspondence and Night Course Program	121	106	66	40	-
External Courses, Workshops and Programs	15	33	17	16	95
TOTALS	326	3,058	1,600	1,458	4,661.5

Appendix F

STAFF TRAINING AND DEVELOPMENT DIVISION

Number of Courses and Participants

By Fiscal Year From 1982-90

Fiscal Year	Number of Courses	Number Of Participants
1982-83	347	3226
1983-84	351	3104
1984-85	367	3094
1985-86	357	3005
1986-87	455	3729
1987-88	493	3604
1988-89	474	2807
1989-90*	326	3058

Number of Courses and Participants in Data Processing Training

By Fiscal Year From 1982-90

Fiscal Year	Number of Participants Classroom Courses	Number of Participants C.A.I. Courses	Total Number Participants
1982-83	166	44	210
1983-84	149	142	291
1984-85	53	241	294
1985-86	148	142	290
1986-87	202	584	786
1987-88	341	765	1106
1988-89*	319	193	512
1989-90	410	140	550

* Effective September 1, 1989 the Public Service Commission discontinued **"Municipal Training Program"**.

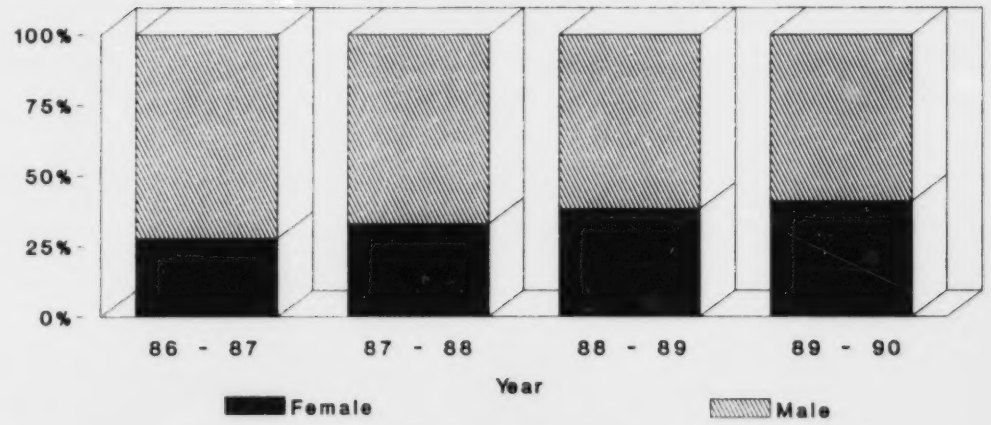
** Effective November 13, 1988 the Public Service Commission discontinued **"Computer Training Courses"**.

Appendix G

STAFF TRAINING AND DEVELOPMENT DIVISION

Level of Female Participation

Supervisory and Management Training



N.H.N.H.A. Supervisory Development Program

Fiscal Year	Courses	Participants	Males	Females
1986 - 87	9	170	45 (26%)	125 (74%)
1987 - 88	10	182	50 (28%)	132 (72%)
1988 - 89	7	112	34 (30%)	78 (70%)
1989 - 90	10	149	38 (26%)	111 (74%)

Appendix H

PERSONNEL SERVICES DIVISION

PUBLIC SERVANTS WHO RETIRED IN FISCAL YEAR 1989-90
THIRTY YEARS SERVICE AND OVER

	Name	Years	Department
1.	Norman Parker	38	Health
2.	Kenneth S. Belbin	38	Works, Services and Transportation
3.	Bruce Caravan	37	Education
4.	John Davidge	37	Social Services
5.	Carrie Lethbridge	37	Works, Services and Transportation
6.	Francis J. Kearsey	35	Education
7.	J. George Taylor	35	Finance
8.	Robert Chafe	35	Forestry & Agriculture
9.	Florence Laurie	35	Health
10.	Kathleen Laurie	35	Health
11.	Diane Tobin	35	Health
12.	Irene Baird	35	Mines & Energy
13.	Gerald W. Smith	34	Works, Services and Transportation
14.	Kevin Whalen	33	Social Services
15.	Lorne B. Wheeler	32	Education
16.	Harrison Bishop	32	Works, Services and Transportation
17.	Thomas Rose	30	Health
18.	Levi Warren	30	Health

Appendix I

PERSONNEL SERVICES DIVISION

SERVICE RECOGNITION PROGRAM

Participation

Fiscal Year	20 Years	25 Years	35 Years	Retirements
1985-86	170	98	25	167
1986-87	123	77	14	175
1987-88	239	93	23	235
1988-89	171	81	11	661
1989-90	88	22	6	111

EMPLOYEE ASSISTANCE PROGRAM

Participation

FISCAL YEAR	NUMBER OF NEW PARTICIPANTS
1985 - 1986	37
1986 - 1987	57
1987 - 1988	88
1988 - 1989	77
1989 - 1990	129